

EAST RENFREWSHIRE COUNCILCABINET17 August 2017Report by Director of EnvironmentUPDATE ON PROGRESS IN RELATION TOCORPORATE ASSET MANAGEMENT ARRANGEMENTS**PURPOSE OF REPORT**

1. To update the Cabinet on the progress in relation to the management of corporate assets throughout the Council.

RECOMMENDATIONS

2. The Cabinet is asked to approve the attached Corporate Asset Management Plan and note the continued progress made with Asset Management Plans across the Council.

BACKGROUND AND REPORT

3. As with all local authorities East Renfrewshire Council owns a significant number of assets. This includes land, public buildings such as schools and community centres, parks, roads, council houses and IT equipment. These assets are of considerable value.

4. It is essential that these assets are used and managed wisely through the development of asset management plans. East Renfrewshire Council needs to ensure that it is able to address the following questions:

- What assets (in terms of land, buildings, roads, houses etc.) does the Council own?
- What assets does the Council require, both now and in the future?
- For the assets that are deemed to be required, what actions need to be undertaken to ensure they are fit for purpose, what will the associated cost be and in what timescale can it be achieved?
- For assets deemed to be surplus to requirements how and when will they be disposed of?
- If assets are required that are not currently available how and when will they be obtained?

5. It is important that, when addressing these questions, there is a “golden thread” that clearly links these assets and their usage to the Council’s wider strategic objectives.

6. The mechanism to answer these questions is through the creation of strategic asset management plans (and not simply inventories of assets).

7. Asset Management Plans for Council owned assets have previously been approved by Cabinet.

8. There are six asset management plans which cover all Council assets. These are:
 - Roads
 - Fleet
 - Open spaces
 - Property
 - ICT
 - HRA Assets
9. The Roads Asset Management Plan is based on the Society of Chief Officers of Transportation in Scotland (SCOTS) templates. These templates were agreed by the 32 local authorities in Scotland in response to the recommendations made in the Audit Scotland report "Maintaining Scotland's Roads 2004". For this reason the Roads Asset Management Plan is updated according to a separate calendar from the Council's other five asset management plans.
10. The Roads Asset Management Plan templates aim to provide a common approach to asset management plans for all Roads Authorities across Scotland by collecting standardised inventory items to populate a national asset management database and deliver maintenance works, in accordance with the principles of sustainability and Best Value.
11. All of the other Asset Management Plans have recently been externally reviewed and validated in the last few months and have been redrafted into a consistent corporately agreed format. This is to ensure each Asset Management Plan meets the appropriate standard recommended by Audit Scotland. Each Asset Management Plan also has a Risk Register and Operational Action Plan. Actions within the Action Plans are set against a timescale and allocated to a responsible officer. This permits effective monitoring of the plans.
12. Performance information is used, where appropriate, to compare with other Councils across Scotland in order to benchmark and develop best practice.
13. These Asset Management Plans are tied together through an overarching Capital Asset Management Plan. A Copy is attached.
14. Governance of the Asset Management Plans is overseen by the Corporate Asset Management Group (CAMG) comprising Heads of Service representing each Council department. One of the key actions for the CAMG is to review each Asset Management Plans on an annual basis.
15. In 2016/17 some additional features were added to the Asset Management Plans to increase their effectiveness:
 - Departments that need capital funding for a project were required to complete a Capital Project Appraisal (CPA) form. Requests for funding now require to demonstrate how the proposed capital investment links with the outcomes of the Asset Management Plan.
 - The plans are preceded by an executive summary which requires the plan to clearly demonstrate its links to the five capabilities and the single outcome agreements. Copies of these executive summaries are contained within the appendix to this report.
 - The actions contained within the Asset Management Plans will be included as part of the Chief Executive's six monthly and annual departmental performance reviews. This will ensure that the plans retain a corporate and departmental prominence throughout the year.

CONSULTATION AND PARTNERSHIP WORKING

16. Officers across all Services Departments were consulted in the preparation of the revised asset management plans

17. A key feature of asset management for the future will be the impact of the Community Empowerment Act particularly regarding requests by the community for asset transfers. Officers within the Council are already working with a range of community groups on this issue.

IMPLICATIONS OF THE PROPOSAL

18. There are no staffing, financial, equalities or IT implications associated with this report.

CONCLUSIONS

19. Effective asset management arrangements which reflect best practice have been in place across the Council for a number of years. As noted at paragraph 15 a number of refinements were made to these arrangements in 2016/17. Further refinements have been introduced in the current financial year in order to ensure that the asset management plans fully reflect current best practice and to ensure appropriate linkages to corporate priorities.

RECOMMENDATIONS

20. The Cabinet is asked to approve the attached Corporate Asset Management Plan and note the continued progress made with Asset Management Plans across the Council.

Director of Environment

Further information can be obtained from Phil Daws, Head of Environment (Strategic Services) on 0141 577 3186 or by email at phil.daws@eastrenfrewshire.gov.uk

Cabinet Contact Details:

Councillor Tony Buchanan
(Leader of the Council)

Office: 0141 577 5107/8

August 2017

BACKGROUND PAPERS

Fleet, Housing, ICT, Open Space, Property and Roads Asset Management Plans

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East Renfrewshire Council - Corporate Asset Management Plan



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Foreword

As one of the best performing Local Authorities in Scotland, we know we have a major role to play in supporting not only the national Scottish Government objectives but also, the needs and priorities of our local residents. East Renfrewshire Council needs to ensure that we offer high quality service in everything that we do, and meet our organisational outcomes of **Customer, Efficiency and People**. In order to achieve this, we recognise the need for an effective Corporate Asset Management Plan.

This new Corporate Asset Management Plan (CAMP) details how we will carry out the management of our primary services over the next 5 years. East Renfrewshire Council, like all Scottish Local Authorities are facing significant financial and budget pressures and increased customer expectations, this in line with a continually changing economic landscape, the need for more sustainable assets and ensuring the quality of our service creates the backbone of this Corporate Asset Management Plan and signifies its importance to our organisation.

East Renfrewshire Council is committed to excellence in asset management which sets out or at least matches best practice in Councils. We want our assets to provide best value for money and excel in meeting the needs of the Council and the delivery of its services to local residents and businesses for East Renfrewshire. The Council aims to manage our assets in a balanced manner which takes proper account of the Council's service needs and of the upkeep of our assets to ensure their optimum use over the long term.

The objectives of the Corporate Asset Management Plan are:

- *Retain or acquire only assets that are necessary and appropriate to our needs*
- *Maximise utilisation and match fitness for purpose with our needs*
- *Optimise value for money in investment*
- *Improve the condition of our assets through lifecycle management*
- *Comply with all statutory regulations*
- *Service redesign to enable agile working, where it adds value to our services*
- *Intelligent collaboration with the private sector and sharing of assets with public sector partners.*

The Council's asset base is continuously being reviewed to ensure it maximises the contribution assets can make to the Council's strategic aims and objectives, maximise capital resources available for investment, encourage innovation in the use of assets and ultimately to only retain the best level of assets to deliver services for local residents.

Executive Summary

Asset management ensures that assets are administered in the best way to meet the needs of the organisation and ensure the delivery of its corporate goals and objectives. This Corporate Asset Management Plan is about the long term broad plan for our assets to support corporate goals and objectives, derived from consideration of possible management options. The Corporate Asset Management Plan serves to encapsulate that strategy and the key actions we will take to achieve our targeted outcomes.

Forward planning for assets is vital to secure best value for money:

- Time is needed to thoroughly formulate the Council's needs for assets and to translate those into sound proposals;
- It takes times to procure and deliver change in assets;
- Upkeep of assets can involve highly variable levels of expenditure that need to be forward planned; and
- Assets are expensive to provide and need to be used for the maximum time appropriate.

There are six services that are integral to the development of this Corporate Asset Management Plan and the ongoing maturity of East Renfrewshire Council's asset management approach.

Property

Property is an extremely important asset to the Council, as it can have a significant impact on all the services that East Renfrewshire Council provides to local residents. The long term objective for property is to ensure that the Council has the tight properties in the right place to ensure they are fully utilised and provide best value to East Renfrewshire. Although, current performance of property assets is good, it is not where the Council wants to be, and the actions within this document and the individual Property Asset Management will drive forward an approach to asset management that allows the Council to identify improvements, and increase the performance of the service in the long term.

Roads

East Renfrewshire Council's roads service is dealing with a significant backlog of maintenance requirements and as roads is one of, if not the most valuable asset that the Council has, it is clear that a step change in the way it is managed is required to combat this issue. Future roads asset management will be focussed on creating an innovative approach to repairing backlog maintenance, and the order in which repairs are prioritised. The Council will ensure that it is a systematic approach that takes a long term view of areas such as lifecycle, maximising benefits, balancing demands and allocation of resources.

Housing

There is a high pressure on housing stock across East Renfrewshire, this present the Council with a key area for focus. Asset management techniques and processes will be embedded into Housing service delivery to maintain and improve current core stock, as well as enabling decision making for new homes across the area. Furthermore, East Renfrewshire Council will continue to make strong developments in ensuring all housing stock is at optimal levels of energy efficiency.

ICT

Investment in ICT assets is prioritised to enable the delivery of all 5 SOA Outcomes and ensuring that the Council is modern and ambitious. The Councils focus will now be on how digital technology can improve outcomes for customers, particularly in big spend areas such as Education and Social Care. The Council will need to be able to embrace and utilise new technologies to gather data that will enable decision making for quicker services and the support of those who cannot access digital technology easily.

Fleet

East Renfrewshire Council has an extremely high performing fleet management service, continually coming out on top in the APSE benchmarking data. However, in the long term the Council wants to focus on build a wider role for fleet management, to ensure the continued success of the department, lower costs and reduce emissions. Furthermore, succession planning will play a large part in the performance of the service over the next 5 years.

Open Spaces

The Open Spaces service is an important part of making East Renfrewshire an attractive place, to live and its parks being family friendly places to visit. Despite momentous awards such as Rouken Glen being named Best Park in the UK 2016, there are always improvements that can be made to the service. Asset management for open spaces will be focused on developing a common and consistent approach to management, maintenance, operation and delivery across the service.

Introduction

All assets are owned corporately by the Council and their management is to be coordinated across the organisation to maximise the benefits for East Renfrewshire as well as to support the achievement of the vision for the area and the Council's key objectives.

The Corporate Asset Management Plan is informed by six Asset Management Plans, these are the Property Asset Management Plan, Fleet Asset Management Plan, ICT Asset Management Plan, Open Spaces Asset Management Plan, Housing Services Asset Management Plan and the Roads Asset Management Plan. East Renfrewshire Council's asset management plans are about managing assets effectively and maximising their impact on the Council's corporate objectives.

The focus for this Corporate Asset Management Plan is on the need for East Renfrewshire Council to use its assets creatively and efficiently to meet its Corporate Objectives and provide valued, personalised services for its local residents. The plan is closely linked to the Single Outcome Agreement, Outcome Delivery Plan and the Council's 5 Capabilities. It sets out the overall framework of strategies for the management of all Council assets, therefore it can be seen as high level and generic to a degree in its form and content. As East Renfrewshire Council's approach to asset management develops and matures, future versions of all ERC Asset Management Plans are likely to be developed and the asset management plans will become live documents that are used as part of any decision making process where assets are concerned. These documents will set out the following:

- **Baseline** – Where are we now? What is our understanding of our current asset base?
- **Strategy & Vision** – Where do we want to be? Do we know what assets are required to underpin current and future service needs?
- **Improvement Plans** – What are the priorities to achieve our strategy and vision?
- **Action Plan** – How best will we get there with the resources the Council is likely to have? Have we decided what this means in terms of future asset management activities to ensure best value – e.g. acquisition, investment, management in use, review, disposal.

The needs and priorities of our local residents are continually changing based on demographics, the current economic landscape and increased public expectations to see quality and ease of access to public services. This mixed with increasing capital and revenue budget pressures, the need to adopt new, more efficient, effective and economic ways of working through re-engineering how services are provided and the opportunity to embrace partnership working, creates a number of key drivers for East Renfrewshire Council to focus on, and target their asset management towards.

Responsibility for Asset Management Service

The Chief Executive has overall responsibility for all asset management matters in East Renfrewshire Council, whilst the Director of Environment manages all assets corporately. They will work in conjunction with the Elected Member Asset Management Champions to ensure the best value for Council Assets.

The Director of Environment and Elected Member Asset Management Champions are specifically charged with pushing forward asset management initiatives and actions and making sure all projects are progressed on time and to budget and ensure all Council assets are managed, considered strategically and performance targets are met.

Furthermore, Council Heads of Service will have responsibility for the delivery of the Asset Management Plans within their services.

Purpose and Benefits of this Corporate Asset Management Plan

This Corporate Asset Management Plan builds upon the previous good work that East Renfrewshire Council has carried out within its services, but also to create a step change in the way assets are managed across the organisation that will allow East Renfrewshire Council to prosper.

East Renfrewshire's ability to deliver good services for all their local residents is dependent on the ability to make the most of the assets they own, not only to ensure the quality of the area in which residents live, but the assets upon which the Council organisation is built. This Corporate Asset Management Plan will provide East Renfrewshire Council with a strategic approach to understanding assets, customers, demographics and the current economic landscape, which will ultimately allow the Council to develop and improve assets to meet the needs of local residents, balance the financial pressures being faced by Local Authorities nationally and ensure East Renfrewshire Council continue to be one of the highest performing Local Authorities in Scotland.

Asset Management is about reviewing and changing the asset base to have assets deployed in the right place supported by efficient and effective services to meet the needs and demands of local residents. It must consider quality and value for money, particularly over the whole life cost of an asset, and how future running costs will impact on our service delivery. By applying an effective asset management strategy to our services, the benefits will be:

- Assets aligned with corporate aspirations and local resident needs and demands;
- A more environmentally sustainable asset base;
- The right mix of homes to meet local and demographic needs;
- Lower "whole-life" running costs;
- Better understanding of long term capital investment needs;
- Better financial value;
- Increasing accessibility for those most vulnerable and at risk;
- Clear understanding of maintenance needs across all assets; and
- Appropriate disposal of assets, enabling investment in new, sustainable assets that will improve upon our service delivery.

ERC Key Priorities and Challenges for 2017 – 2022

East Renfrewshire Councils key priorities and challenges for asset management that will be the focus over the next 5 years are as follows:

Priorities and Challenges	Action Plan Ref
East Renfrewshire Council will ensure that all asset management plans are subject to regular review and reflect the most current data held by the Council on performance and condition.	AMP 1
It will be of priority to develop medium and long term objectives for asset management in each service. These will be stated in each asset management plan.	AMP 2
Development of a robust set of KPI's for each service which will be used to allow better management, maintenance and increase understanding of all Council assets	AMP 3
Each service will have a robust performance management system implemented. This will include putting in robust procedures for data collection, management and reporting across all services. This will include regular reports to the CAMG, which will allow them to make better informed strategic decisions and develop stronger improvement plans for all services.	AMP 4 & 10
A 10 year investment programme for the improvements that are required in each service. This improvement plan be built up using data from new information collection systems and performance management KPI's. It will take into account areas such as, funding options, future demand, opportunities, whole life cost and sustainability.	AMP 5 & 15
In line with the transformation programme that is currently underway within East Renfrewshire Council, a dedicated asset management function has been created. Over the next 5 years, the Council will develop and roll out an asset management training programme to these employees to ensure that there is a consistent approach to asset management across the Council	AMP 6
Succession planning in all services will be a key consideration for the Council. This will include a risk assessment of asset management staff to evaluate the likelihood of them leaving the organisation. This will allow the Council to plan in advance and put procedures in place to mitigate potential knowledge loss. This will tie in with a dedicated workforce planning exercise in each service to push forward the objectives of each asset management plan.	AMP 7 & 8
Given that East Renfrewshire Council's approach to asset management is continually maturing and developing to provide the Council with best value, there will be a review of the need for the CAMG to meet on a fortnightly basis. This will allow the CAMG to	AMP 9

review and challenge all individual asset management plans and decisions across the services.	
Going forward the Council want to put a greater emphasis on customer consultation across all services. Assets are an important part what makes up the local communities, and those who use them should have a say in how the Council chooses to use them.	AMP 11
East Renfrewshire Council want to lead the way in external partnership working. Great strides can be made towards this by developing and identifying opportunities for the Council to share assets with external partners.	AMP 12
All our asset management plans need to be able to clearly identify opportunities to create savings on our assets, and furthermore, need to be able to articulate the ways in which these savings could be used to the benefit of local residents and service delivery.	AMP 13
In order to fully understand the supply and demand of Council assets, there is a requirement to carry out a demand analysis across all services. This will allow East Renfrewshire Council to develop and maintain a framework that will allow them to continually review the needs of their asset base and customers.	AMP 14
Each individual service asset management plan is required to undertake an exercise in identifying their key stakeholders. This will allow each of the services to better understand the requirements of stakeholder, but also to what level they need to be managed (please refer to stakeholder management plan in appendix B).	AMP 16
To build upon the current good work that is being done in East Renfrewshire in regards to asset management, all future revisions of asset management plans (2017 and beyond) will follow the same structure. This will safeguard the processes that the Council has put in place by ensuring the correct information appears in all plans.	AMP 17

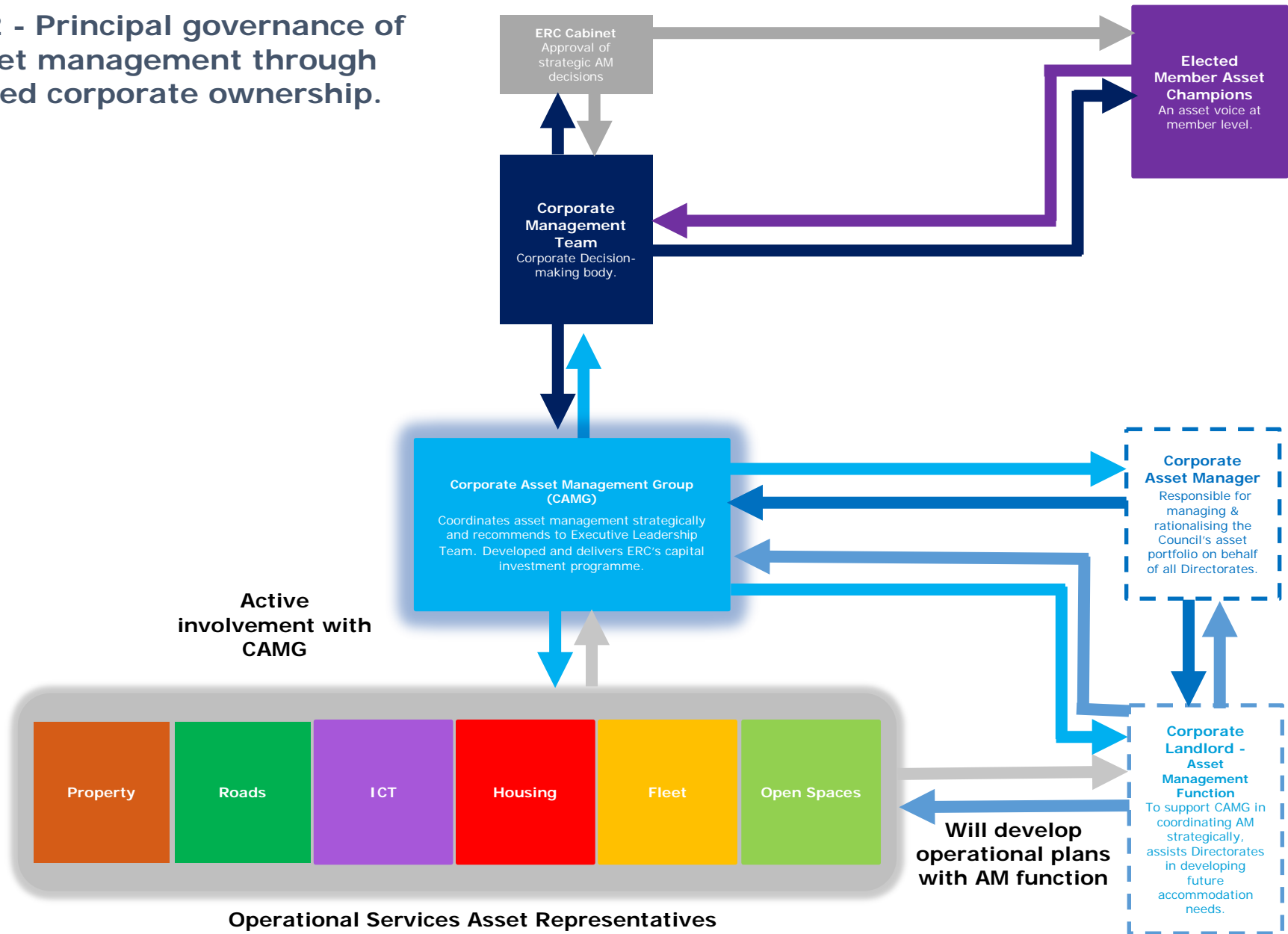
Section 1: Governance Structure

Asset Management Governance

East Renfrewshire Council has created an integrated corporate ownership model for the management of Council assets. This model ensures that all service's needs, as well as those of local residents are considered when strategic decisions are being made and improvement plans are being developed.

Please see Figure 2 below to see the principal governance structure within East Renfrewshire Council for asset management.

Figure 2 - Principal governance of ERC asset management through integrated corporate ownership.



Corporate Asset Management Group (CAMG)

The need to manage all Council assets as a corporate resource is recognised and championed at the highest level in the Council to ensure that decisions to rationalise, invest in and acquire assets to further service aims and objectives are considered corporately. This will ensure that opportunities for rationalisation and shared use are not missed and investment decisions are considered strategically across all services.

The Corporate Asset Management Group (CAMG) has undergone a review of their roles and responsibilities in response to the Corporate Management Team (CMT) report from September 2015. Its first meeting in its new format was on the 29th January 2016.

Historically, the CAMG did not fully act as a sounding board for Capital Bids, nor did they robustly challenge projects and further changes made to them throughout a project life. Essentially, this means that there was a lack of Governance in place to evaluate the impact on projects, of scope changes, and time delays.

Post reviewing the role of the CAMG, the following now sets out the role that they have in relation to Asset Management, Capital Bid Appraisals & Monitoring and Review.

Asset Management

- Oversight of the development and review of the Corporate and Service asset management plans
- Scrutinise all departmental annual asset management reports which include performance information and benchmarking data across a range of property indicators
- Champion and raise the profile of asset management and relevant good practice across the Council
- Take a lead role in ensuring that processes comply with all relevant guidance (including Audit Scotland's) relation to major capital investment in Councils, capital planning and option appraisal, and review the process as is necessary
- Ensure robust option appraisal criteria exist and that CPA's comply with the terms of SOA, ODP, 5 Capabilities and any other issued guidance.

Capital Bid Appraisal

- Oversee the annual CPA process including setting the timetable and the appraisal / scoring of applications against the agreed criteria and to make recommendations to the CMT based upon this
- Fully and robustly challenge CPA submissions

- Undertake a review of short-listed schemes and the sources of finance for each scheme and review the benefits proposed
- Review any new “in year” schemes and make recommendation to the CMT for the inclusion of any new schemes in the programme
- Annually review the Capital Plan Appraisal Criteria.

Monitoring and Review

- Review and challenge slippage and variance in the Capital Programme / Plan
- Detailed management and monitoring of the Capital Programme / Plan
- Undertake a closure review of completed capital schemes to include lessons learned
- Obtain feedback from projects / stakeholders to facilitate continuous improvement.

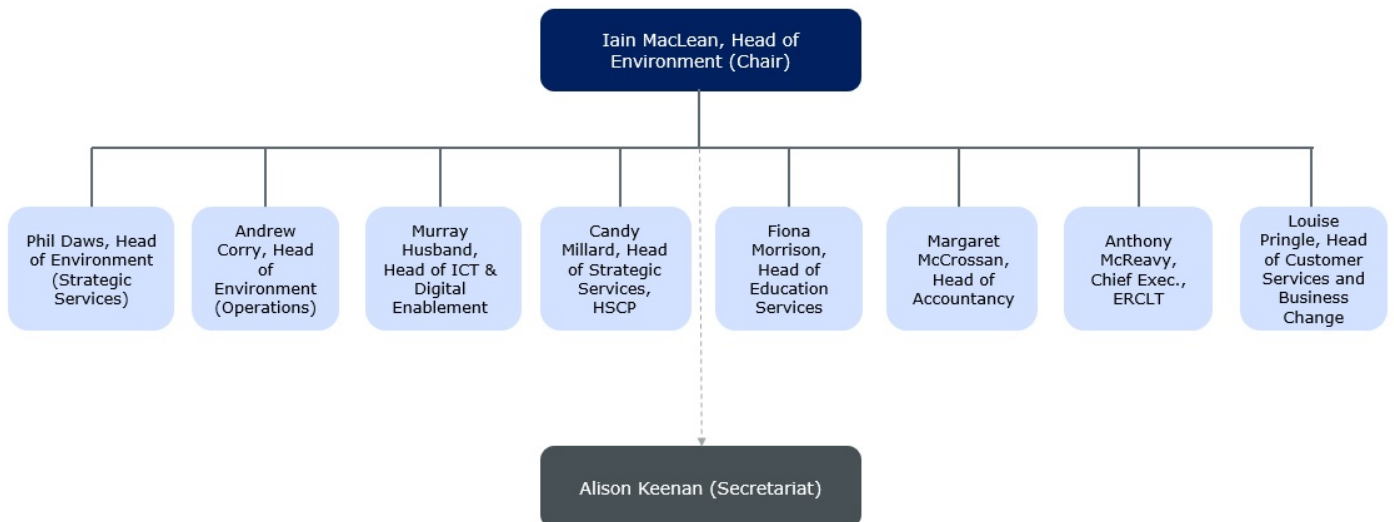


Figure 2 – CAMG Members and Structure

Corporate Landlord

The Council’s Corporate Asset Service is in the process of being reconfigured to reflect a Corporate Landlord Model, in response to East Renfrewshire Council’s transformation programme. A key focus of this reorganisation is to ensure a more commercial and outcome focussed approach through the use of commissioning, monitoring and managing delivery rather than self-delivery. This will enable resources to be prioritised and directed where they are most needed, ensuring that the asset portfolio is aligned with ERC’s strategic objectives.

By embedding this new model to manage the Council’s portfolio effectively, the Council will be in a better position to provide best value for services and the people of East Renfrewshire.

Corporate management of the portfolio will include:

- Overseeing day to day management including maintaining and repairing existing properties
- Developing new buildings that are well designed and fully meet service needs
- Identifying and disposing of surplus properties through locality planning with Directorates
- Capital Project Delivery
- Effective management of leases and licences
- Ensuring that the estate is used as effectively and efficiently as possible.

Part of this restructure was the creation of a Corporate Asset Manager role. The Corporate Asset Manager will be responsible for co-ordinating and driving forward, on a corporate basis, the Council's approach to asset management. They will engage with representatives from all service departments and will maintain oversight of the Corporate Asset Management Plan, and each of the individual Service Asset Management Plans, supporting the improvement of asset performance and delivery of the Council's priorities.

This restructuring will contribute to the wider reduction in costs needed by the Council but is also an opportunity to establish better structures and embed the skills needed to manage the Council's assets delivering the agenda set out in this Corporate Asset Management Plan.

Equality and Diversity

The Equality Act 2010 became law in October 2010. The Act aims to streamline all previous anti-discrimination laws within a Single Act. The new public sector Equality Duty, which is part of the Equality Act 2010, came into effect on the 5 April 2011.

East Renfrewshire's Equality Mainstreaming Report and Equality Outcomes 2013 – 2017 provides an overarching framework and focus for the Council's work on equalities, helps ensure compliance with the Equality Act 2010 and describes the Council's commitment to equality for all citizens, service users and employees. It sets out the council's journey to embed equality considerations into policies and the outcomes we will pursue to ensure that no one is disadvantaged or left behind in East Renfrewshire. It is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty.

Management and investment in the Council's operational estate has the potential to make a significant difference to opening up access to services and enabling service delivery to become more inclusive and physically accessible as well as responsive to risk.

Equality and Diversity training is mandatory for all staff. Within corporate training, we are looking to mainstream equality into other courses as appropriate in addition to offering equality and diversity specific training.

Communications

Effective communication is the key to the success of any future changes within the estate and therefore it is essential that all stakeholders are engaged early.

Please refer to Appendix C for the East Renfrewshire Council Communications Plan.

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Section 2: What do we want to achieve?

Strategic Aims and Objectives

This Corporate Asset Management Plan complements other strategic documents and plans, including the Single Outcomes Agreement, Outcome Delivery Plan, the Council's 5 Capabilities, the Corporate Procurement Strategy and the Capital Investment Strategy. East Renfrewshire Council is committed to improving the lives of local people, promoting equality and fairness and enhancing the area in which we live, now and for the future. Through robust and evidence based Corporate Asset Management East Renfrewshire Council can make strides towards the achievement of the following strategic documentation:

Single Outcome Agreement

The strategy that guides all the work of the Council and its community planning partners is our Single Outcomes Agreement (SOA). East Renfrewshire Council has 5 strategic outcomes that help to inform this Corporate Asset Management Plan:

SOA1 All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

SOA2 East Renfrewshire residents are fit and active and have the skills for learning, life and work.

SOA3 East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.

SOA4 East Renfrewshire residents are safe and supported in their communities and homes.

SOA5 Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

Outcome Delivery Plan (ODP)

East Renfrewshire Council's Outcome Delivery Plan is directly linked to the SOA and its five outcomes, the ODP sets out how services across the Council are contributing to the delivery of local outcomes, and the vision to be *"A modern, ambitious Council creating a fairer future"*

with all". There has been a major review of the ODP this year to make it a more streamlined and succinct plan. A main area of focus for the Council is to reduce inequalities through early intervention and preventative approaches. Building these approaches across all areas of service delivery so that the Council can make a difference to the lives of local residents. East Renfrewshire Council wants to work towards a more sustainable future, and are embracing new technology and ways of working that will improve the capability of Council services and employees.

Five Capabilities

To deliver promises to local people under the 5 SOA outcomes, the Council realised the need to be able to respond effectively and smartly to a changing environment. That means responding to external factors such as declining budgets, challenging demographic changes and new, emerging legislation. East Renfrewshire Council has developed 5 organisational capabilities that define where the Council needs to excel to meet future challenges and use resources in the right way. The 5 capabilities are as follows:

- **Prevention:** Invest in activity that prevents problems occurring in local communities, rather than trying to fix things when they have already gone wrong
- **Community Engagement:** Working hand in hand with local communities to redesign services to ensure they work for and with the people who need them
- **Use Data, Evidence & Benchmarking:** Ensuring that all decisions taken are grounded in evidence and what the local communities agree works well
- **Modernising How We Work:** Ensuring that East Renfrewshire Council is an ambitious, lean organisation, which has the systems and processes in place that are fully modernised, to ensure increased levels of productivity
- **Digital:** Develop digital services across the Council and local communities, making services accessible for all.

These three strategic documents will have a major influence on how East Renfrewshire Council redesigns the Corporate Asset Management Function going forward. They illustrate the priorities that are at the heart of everything the Council does, and every decision that is made has to make a positive contribution to achieving these outcomes, with the purpose of providing best value services for all of East Renfrewshire's local residents.

Local Context and Economy

East Renfrewshire is an area with distinct communities comprising the relatively affluent suburbs of Newton Mearns, Giffnock and Clarkston in the east of the authority, the post-industrial town of Barrhead in the north-west, and various rural and semi-rural settlements such as Neilston, Eaglesham and Waterfoot.

The suburban communities on the east offer a friendly, healthy environment with high quality housing, a skilled labour force along with an excellent education system and good transportation links. Human capital is the greatest resource in East Renfrewshire, which is seen as a high quality green corridor leading to Glasgow. It is a major commuter belt for Glasgow and offers the opportunity for commercial leisure and day visits for Glasgow region residents.

The area is also building upon and developing a unique retail offer including Whole Foods Market, Waitrose, East Renfrewshire Food Festival and several high end restaurants that provide for a regional catchment. This cluster, together with environmental attractions such as Whitelee Wind Farm and the developments at Dams to Darnley result in an increasing significant number of day visits to East Renfrewshire.

The post-industrial town of Barrhead on the north side of the Council area has been undergoing a successful town centre and neighbourhood regeneration programme for the last 8 years. More recently, attention has been focused on redeveloping the brownfield sites at Barrhead North for a range of uses that will bring employment to the town and re-establish Barrhead's economic base.

While many residents travel to Glasgow and wider afield for employment, there are a large number of SME's in the area and in particular new business start-ups.

- 28,265 people commute out of East Renfrewshire each day (30% of the population)
- 45% of the 7,660 commuters into East Renfrewshire come from Glasgow City
- 63% of the 28,265 people commuting out of East Renfrewshire go to Glasgow City
- 66% of all East Renfrewshire commuters travelling to Glasgow go via car with a further 13% by bus. A further 19% of those commuting to Glasgow go via train.

The 2013 population for East Renfrewshire was 91,500, which is an increase of 0.5 per cent from 91,030 in 2012. This is the same growth rate as Scotland as a whole and above the EU15 average of 0.36%, the population of East Renfrewshire accounts for 1.7 per cent of the total population of Scotland.

National Context and Policy Alignment

Nationally and internationally, asset management disciplines increasingly form a core part of effective strategic management within large organisations. In the Scottish local government context:

- The Local Government in Scotland Act 2003 (2003 Act), places a responsibility on local authorities to secure Best Value in all they do. This has direct implications for asset management;
- “The Prudential Code for Capital Finance in Local Authorities” makes specific reference to the necessity for an Asset Plan as a means of ensuring that local authorities properly assess their existing assets against their corporate and service objectives and develop strategic plans for their medium / long term management and development, matched against financial strategies; and
- Asset plans are also essential to support partnership working and collaboration with external partners across all services.

The Scottish Government ‘Location and Asset Management Policy’ was launched in January 2008. The policy seeks to deliver best use of the Government estate while ensuring that organisations are suitably accommodated and that due account is given to the relevant environmental considerations of the Greener Scotland programme.

The principles and arrangements set out in this policy apply to the Scottish Government and all public sector bodies. These principles are:

- Ensure that all services have an Asset Management Plan in place
- To maintain a mandatory, single, comprehensive database of property information
- To agree a set of roles, responsibilities and expectation regarding the management of assets
- To ensure that mandatory procedures are in place for disposals of surplus or vacant assets, and procedures for acquisitions are known and adhered to
- To implement the use of agreed, standardised performance targets and benchmarking criteria to help achieve continuous improvement in the performance of all assets
- To identify and consider appropriate potential development and improvement opportunities.

Achieving efficiency and best practice in asset management is a key driver for this policy, and it provides a Scottish wide framework in which East Renfrewshire Council can follow. It will

ensure that decisions are made regarding assets that provide not only best value to the Council but also to their local residents and the services they require.

Furthermore, East Renfrewshire Council have a duty to meet the standards set out by the Scottish Government for the Scottish Housing Quality Standard (SHQS). The SHQS is the Scottish Government's principal measure of housing quality in Scotland. It is a set of five broad housing criteria which must all be met if the property is to pass SHQS. These criteria comprise of 55 elements and nine sub-elements against which properties need to be measured. These measures ensure a level of housing standard below which Scottish homes should not fall. In the case of East Renfrewshire and all other local authorities in Scotland, Scottish Government set out a policy target for their stock to be brought up to the required standard in every element of the criteria by April 2015. As of March 2015, East Renfrewshire Council was at 97%, this means that the Council needs to make final confirmation that all their housing stock now meets these standards, which they will be able to do through the effective use of asset management procedures, collation of information and reporting tools.

An additional compliance for the Council to consider is the Energy Efficiency Standard for Social Housing (EESH). EESH aims to improve the energy efficiency of social housing in Scotland. It will help to reduce energy consumption, fuel poverty and the emission of greenhouse gases. Likewise it will contribute to Scottish Government's goal of achieving a 42% reduction in carbon emissions by 2020 and 80% by 2050 in line with the requirements set out in the Climate Change (Scotland) Act 2009. It sets a minimum standard for energy efficiency in the social housing sector and will lead the way in retrofitting Scotland's housing stock to reduce energy use and greenhouse gas emissions. EESH does provide support for RSL's and Local Authorities in the form of relevant funding and loan sources that will help to achieve the required ratings, such as:

- Climate Change Fund (CCF): 2008 – 2016
- Energy Company Obligation (ECO): 2013 – 2022
- Help to Heat: Ongoing
- Feed-in Tariffs: Commenced April 2010
- Renewable Heat Incentive (RHI): Launched April 2014
- District Heating Loan Fund: 2011 – 2017
- Scottish Partnership for Regeneration in Urban Centres (SPRUCE): 2016 – 2022.

Section 3: How are our Assets Managed?

What is an Asset?

Assets are everything that East Renfrewshire Council own that holds a monetary value. This means that assets are an economic resource – anything that is capable of being owned or controlled and is held to have an economic value to the organisation.

Asset Management refers to the system of monitoring and maintaining assets. The asset management process is a system of processes and procedures that seek to manage, operate, maintain, improve and dispose of assets effectively. East Renfrewshire Council must ensure its assets deliver best value, and that the asset portfolio is maintained in order to meet the current and future needs of the services – including statutory obligations, and that the portfolio is managed in a way which demonstrates future service needs will also be met.

East Renfrewshire Council has developed asset management plans for each of the following individual services – Property, Roads, Housing, ICT, Fleet and Open Spaces. These asset management plans form part of East Renfrewshire Councils Corporate Asset Management Approach and they will inform the decisions that Council makes. These individual asset management plans inform the Council, its employees and its service users of the condition of the asset base, its current fit for purpose status and the investment required to maintain and improve the asset portfolio.

Property

- o **Strategy & Vision**

East Renfrewshire Council's vision for Property Asset Management is to ensure that they have the right properties in the right places in order for them to be fully utilised and provide best value to the Council and its local residents.

Going forward East Renfrewshire Council will have a strong focus on ensuring that they are reducing the carbon footprint of Council owned buildings, as this will make a significant contribution to Scottish Governments target of a 42% reduction by 2020. Part of this focus will involve the disposal of any unnecessary assets that the Council has and fully utilising

those that are kept, this could be through collaboration and sharing of assets with external partners.

Furthermore, as a Council East Renfrewshire want to be more agile and increase the flexibility of workspace for employees, to ensure that accommodation is configured to be more efficient in using its limited resources and can support new agile working practices. East Renfrewshire Council want to design in agile working where this adds value to the service delivery and then give people the tools, processes and access to information that will make this successful, which is largely dependent on the ability to have the right assets in the right places.

- **Current Performance**

The current performance of property has been evaluated based on the collection and interpretation of a considerable amount of data gathered for each of the Council's properties. This data consists of fully costed condition surveys following the Scottish Government elemental approach, a suitability assessment, energy usage and annual running cost figures. The decision making process relating to asset management has to be based upon a sound knowledge of the portfolio and an appreciation of how properties are meeting current and future service demands.

In terms of suitability the PAMP KPI's suggest that the property portfolio is in reasonably good condition, however it should be noted that there are some individual sites which have major condition issues and that even within sites which are generally good there will be individual buildings which are poor. The general good condition of the estate should not conceal the need for adequate funding to maintain the current level, as well as addressing improvements to the standard. Additional funding on maintenance or reduction of total maintainable area will be required to not only maintain condition at 80%, but also seek to reduce the overall backlog maintenance figures.

Overall, the current performance of property assets although good, is not where East Renfrewshire Council wants to be. The requirement to drive up performance indicators against a backdrop of strained resources, present the Council with a difficult challenge. Only by adopting an ongoing asset management approach to property will the Council be able to identify improvements, and increase the performance of the service.

- **Improvement Plans**

Investment in property assets directly supports the delivery of SOA outcomes 1 "All children in East Renfrewshire experience a stable and secure start to their lives and are supported to

succeed” through nursery and family centre provision and SOA2 “East Renfrewshire Residents are fit and active and have the skills for learning, life and work” through schools and the Culture and Leisure Trust operated facilities. It also contributes to the Council being modern and ambitious by the provision of property for staff to work in whilst directly or indirectly delivering services. The Council’s improvement plans for Property focus on:

- Ensure that school and nursery provision is sufficient to meet the needs of the population and that the quality of the accommodation reflects the ambitions of the Council;
- Ensure that all properties are wind and water tight with Health & Safety prioritised to support the delivery of service provision;
- Ensure that property usage is maximised in order to reduce ongoing revenue and capital costs;
- Investment in projects to improve energy efficiency, property utilisation and the working environment of staff to enable more efficient ways of working to ensure the efficient use of buildings to reduce future revenue costs;
- Subject to available resources, the physical appearance and welfare facilities will be addressed in order to improve customer satisfaction and maintain the Council’s image.

○ **Future Asset Management Priorities**

Property is a key resource for the Council, it has value; costs money to use and maintain and is a critical component in supporting service delivery. Property must be planned over the long term against clear corporate and service objectives. East Renfrewshire Council’s Property Asset Management Plan must therefore, not only focus on providing and maintaining buildings, but should also be more strategic and innovative, enabling East Renfrewshire Council to become a Council that challenges how the property portfolio as a whole can be more effectively used to support the communities that the Council serves. Going forward the focus will be on:

- Energy efficiency measures will be implemented to reduce future costs and environmental harm;
- Community and customer engagement will be undertaken to help shape the provision of new properties;
- Robust data is used to support options appraisals for all property investment and disposal decisions;
- Properties will be upgraded to support modern ways of working.

Roads

o Strategy & Vision

East Renfrewshire Council's vision for Roads asset management is focused around the development of a strategy to effectively tackle the backlog of maintenance requirements. Future Roads asset management will need to be focused on developing a long term programme of asset investment based on need, enabling the Council to prepare for future budget demands. Using an asset management approach and better projections of future asset condition, the Council wants to move towards an approach that intervenes earlier and treats assets before they have become life expired, enabling more cost effective treatments to be used.

There is a clear need for investment within the Roads service and the potential for continued deterioration unless action is taken. Despite current funding challenges in the public sector, East Renfrewshire Council has the opportunity to create an innovative approach to delivering its Roads service in the long term. A model based on intelligent collaboration with the Private Sector will allow the Council to prevent further deterioration of its roads network, optimise its service delivery through better use of data and management information, modernise their current way of working whilst also keeping the community engaged and on board – all of this links back to the Council's 5 Capabilities. Intelligent collaboration could provide the Council with both control and access to funding as well as the ability to utilise new technology and provide additional flexible resources.

o Current Performance

East Renfrewshire has an extensive roads asset worth over £1,000m which is the most valuable asset owned by the Council. These important infrastructure assets are extensively used by the whole East Renfrewshire community, making them essential for the local economy.

The average age of the residential road network within the Council's administrative area is over 40 years and there has been very little investment on residential roads which make up 82% of the network. Independent review has confirmed that there is:

- Significant under investment in roads assets
- The network is fast approaching a tipping point
- There is a lack of funding availability to invest in plant and technology
- Significant winter maintenance challenges
- Resource issues around productivity and restrictive working practices.

An initial assessment of funding needs by the Council has indicated that a further sum of around £3.25m – over and above a steady state spend of £2.75m - would be required each year for 8 years to address the backlog of £26m. This calculation is based on a carriageway treatment programme being undertaken over a 10 month period in each year (excluding December and January). This level and speed of investment cannot be achieved using the existing resource, infrastructure or ways of working.

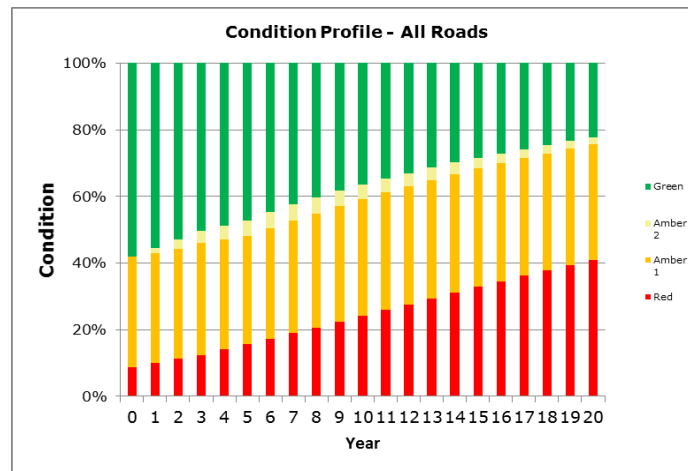


Figure 1 – Projected Future Condition of the ERC Road Network

o Improvement Plans

Capital Investment in Roads assets is prioritised to enable the delivery of SOA3 “East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow”.

East Renfrewshire Council has an extensive road asset worth over £1000m which is the most valuable asset owned by the Council. These important infrastructure assets are extensively used by the whole community, are essential for the strength of the local economy and are intrinsically linked to supporting the delivery of all 5 SOA outcomes.

- Carriageways, footways and footpaths – all capital repairs are based on a priority assessment taking into account Condition, Road Function and Road Hierarchy;
- Road Structures – Annual inspection prioritises spend based on condition;
- Street Lighting – Rolling programme of street lighting columns replacement based on age, condition and suitability for LED replacement;
- Traffic Signals – Prioritised in relation to new development needs and replacement or upgrading of existing assets, normally on an age, condition and suitability basis.

o **Future Asset Management Priorities**

The need for Roads asset management is becoming increasingly important for those responsible for managing roads networks. It is not a new concept and most local authorities are practicing elements of asset management on their roads network already. East Renfrewshire Council going forward will ensure that their Roads asset management approach is a systematic process that takes a long term view of areas such as the lifecycle of its roads, maximising benefits by balancing competing demands, allocation of resources based on objective criteria and needs and explicit consideration of customer expectations. Going forward the focus will be on:

- Ensuring preventative spend is employed to prolong the life of the roads network before full reconstruction is required. Energy efficiency is at the heart of all modern installations, and over a third of signs, traffic signals and street lights not now incorporate LED technology;
- Making community engagement an essential part of all roads resurfacing programmes and management of traffic on the network;
- Benchmarking performance nationally through SOCTS and APSE indicators. Meaning the RAMP utilises information on asset performance, current levels of service, condition and deterioration to identify funding requirements now and in the future. Predicting when future intervention / treatments required enables appropriate priorities to be established and helps to plan work on the whole asset in a more coordinated and cost effective way. The RMAP will provide demonstrable and transparent evidence of the distribution of resources to assets that have the greatest need and make the most efficient use of limited resources;
- Implementing new digital software systems in both costing and roads defect reporting to prevent duplication of work.

Fleet

o **Strategy & Vision**

Having achieved excellence in fleet management East Renfrewshire Council will focus on further improving environmental performance. The Transport Section has committed itself through the Council's Outcome Delivery Plan (ODP) to continue to improve vehicle emissions throughout the fleet.

East Renfrewshire Council wishes to see a wider role within the Council for fleet. This would be focussed on the creation of a Corporate Fleet Management model, whereby the Transport Manager and Vehicle Services would have greater autonomy on all fleet based decisions.

Introducing this model would ensure that decisions made on all fleet assets would be based on best value for East Renfrewshire Council. This Corporate Fleet Management model should cover the whole Council fleet across all services, as it will make the service more commercial, cost effective and outcome focussed.

A Corporate Fleet Management model will also allow East Renfrewshire Council to reduce harmful emissions from the Council fleet. The Vehicle Maintenance section is committed to reducing the emissions of harmful gases from the Council's fleet, a variety of methods will be used to achieve this, such as replacing older vehicles with new ones that are the best in emission standards for that vehicle and drivers being trained in fuel efficient driving. Furthermore, it will allow the Council to maintain the Council fleet for maximum use. Vehicle Management will put in place a Service and MOT schedule that will ensure the Council fleet is subject to a minimum amount of downtime.

Another major consideration for this service looking into the future is succession planning. With the upcoming retirement of Gordon Moffat, Transport Manager, a plan will need to be put in place to safeguard the efficiency and performance of the service.

o **Current Performance**

Vehicle Management services provide and maintain a forward looking, progressive and resilient Transport Service, which uses industry wide best practice to enhance current service provision and facilities improvement to the operational functions of East Renfrewshire Council.

Vehicle services provides a number of very important transport related services on behalf of the Council. These include fleet management and maintenance, driver services and an MOT Station, with the aim of keeping the Council's vehicles moving 24 hours a day.

To measure performance of the Council fleet there are a number of KPI's which they are marked against. Currently KPI performance shows, the fleet service performs extremely well, and has been the overall best performer in APSE benchmarking data across local authorities a number of times (2005, 2011, 2013 & 2014). Some of the other key achievements in fleet service performance are:

- The Council has a consistently high credit rating for Council Operators Licence;
- Consistent green rating with Operator Compliant Risk Score;
- 100% of fleet drivers are trained in Safe and Fuel Efficient Driving (SAFED); and
- Fleet emissions have reduced by 19.8% from the 2006/07 baseline.

o **Improvement Plans**

Capital Investment in Fleet such as Vans, Buses, Refuse Trucks and Roads Maintenance Vehicles enables the delivery of all 5 SOA outcomes by ensuring that materials, clients and staff can be safely and efficiently transported. Assets also include fleet management and maintenance facilities with an MOT Station, with the aim of keeping the Council's vehicles moving 24 hours a day.

The Council fleet has a current value of £3,195,230 and a replacement value of £6,965,013. Currently, the Council's fleet comprises 50 heavy goods vehicles, 110 light vehicles, tractors and other plant and equipment. The service holds and maintains the Council's operator's licence and ensures that all statutory vehicle fleet and transport requirements are met.

Investment in younger fleet vehicles which will improve carbon footprint in addition to increasing the flexibility and availability for stakeholders. The Council operates a 5 year replacement policy for most categories of vehicles to ensure the most cost effective operation of assets. Priority spend is therefore based on age rather than condition, but user departments can choose to retain vehicles longer than 5 years.

o **Future Asset Management Priorities**

Since April 2004, a regular financial option appraisal is undertaken to identify the most cost effective funding method for East Renfrewshire Council Vehicle acquisitions. Most recently vehicles have been funded utilising the Authority's own capital resources rather than leasing. This means that a capital or revenue receipt at disposal is achieved and the arrangement allows for more flexibility during the lifecycle of the vehicles.

There is an opportunity for East Renfrewshire Council to promote innovation and challenge existing Fleet Asset Management across the Council. With such a high profile, high technical and heavily regulated area it is forecast that several alterations to current practice will become evident over the next 5 years. These areas may be driven by operational practices, central government initiatives, best practice, legislation and environmental concerns. The focus going forward will be:

- Prevent vehicle breakdown and service disruption by replacing older vehicles every 5 years and embrace new technologies and best practice to minimise the impact of transport on the environmental sustainability of East Renfrewshire Council;
- Benchmarking with other local authorities and uses industry wide best practice to enhance current service provision and facilitate improvement. Uses available

information to assess the condition and depreciation of the current assets and determines current and future funding requirements;

- Implementing new technology will bring equipment up to date.

Open Spaces

○ Strategy & Vision

The Open Spaces service contributes to ensuring that East Renfrewshire is an attractive place to live and its parks and open spaces are family friendly places to visit. East Renfrewshire Council's Open Spaces have already seen a great deal of high performance recently, with achievements such as Rouken Glen being named the UK's Best Park in 2016. The Council wants to continue this good work and promote and bring in additional investment through various grants for Open Spaces to showcase the benefits that open space provision can bring to the area and its residents.

To safeguard the integrity and continually improve the quality of Open Spaces in East Renfrewshire, asset management needs to focus on the development of a common and consistent approach to delivery across the service. This approach will involve the implementation of new technology to monitor performance, maintenance and customer satisfaction levels which will provide the Council with robust evidence that can be used when making strategic decisions for the service and its future.

○ Current Performance

There is a significant level of investment, expenditure and activity relating to open space, however a strategic approach to its management across the Council area will lead to improved decision making and better coordination across open spaces.

The quantity and quality of open spaces in the built up areas contributes much to the local amenity and provides a resource that can be enjoyed by local residents and visitors alike. It provides a setting for development and adds to the area's natural environment, offering valuable habitats and helping to offset the impact of climate change.

The adopted East Renfrewshire Local Development Plan sets out an agenda for long term growth and development of the green network across the Council area. Development contributions and the Glasgow Clyde Valley City Deal are key to the implementation of this. Furthermore, work is being developed in collaboration with a range of Council Services and key stakeholders.

Future funding for the maintenance of open spaces remains a key concern and planning is required to address this shortfall.

o **Improvement Plans**

Capital Investment in open spaces such as parks is prioritised to enable the delivery of SOA2 “East Renfrewshire residents are fit and active and have the skills for learning, life and work” and SOA 3 “ East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow”. East Renfrewshire has a significant number of popular open spaces with these assets extensively used by the local community as well as encouraging visitors from outwith the area to visit. Future investment will be focussed on:

- Parks infrastructure;
- Sports Pitches: synthetic surfacing provides an all-weather facility with low associated revenue costs but a maximum life cycle of 12 years. Spend is prioritised by assessing age, condition, usage, remedial repair costs against footfall and any health and safety liabilities. Newer assets including skateparks and all weather tennis courts are monitored using the same process with any repairs paid for out of revenue budgets;
- Cemeteries: spend is prioritised using an assessment of demand, condition of the ground, safety implications of dangerous structures and likely future trends, particularly for faith burials; and
- Play equipment: the Asset Management Plan provides details of the condition of the councils play parks and when the current assets are no longer fit for purpose with dangerous equipment being removed and / or replaced and equipment nearing the end of its useful life being highlighted as priority for replacement. Spend is prioritised based on footfall of playpark, area needs, safe lifespan of equipment as well as potential local match funding.

o **Future Asset Management Priorities**

Open Spaces asset management will focus on developing a common and consistent approach to management, maintenance, operation and delivery of East Renfrewshire’s parks and open spaces. The implementation of consistent lifecycle management will optimise the performance, cost and quality of service in the Council’s open spaces. Regular ongoing work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operation – this work includes, reactive, planned and cyclical maintenance work activities.

- Ensuring green spaces are designed as safe and welcoming spaces encouraging sports participation and play;
- Using community engagement to inform policy;
- Benchmarking with other local authorities; and
- Moving towards providing residents with an online service provision.

ICT

o **Strategy & Vision**

East Renfrewshire Council's vision for ICT Asset Management is to modernise the way we work as a Council by becoming more agile workers, but also providing customers with more accessible technology that meets their needs and demands.

There is a lot more to ICT than just equipment and websites, focus will now be on how digital technology can improve outcomes for customers, particularly in big spend areas such as Education and Social Care where the impact of these technologies is only just becoming apparent. This ranges from completely new learning technology, to sensors that support vulnerable people to live independently but with the comfort that their wellbeing is being monitored. For asset management planning this means ensuring that we have the correct infrastructure to support these new developments, and they are maintained to a high standard in order to ensure strength of delivery.

Furthermore, schools need to be at the forefront of digital technology where best practice teaching will be supported by the best practice in digital learning technology. We need to take advantage of new developments in digital health technology to support the ageing population. For us as a Council, we need to be able to use these new technologies to gather data, which will provide quicker services and support those customers who cannot access digital technology easily. To enable agile working we need to remove unnecessary barriers to this in terms of devices, information security and governance.

o **Current Performance**

The ICT Service is integral to the Council's digital ambitions and will act as an enabler in many of the digital projects currently being considered. In turn, this ever growing reliance on ICT makes it more important than ever to ensure that all ICT assets are managed effectively.

ICT currently manage 521 physical core and 11,820 physical end-point assets across corporate and education environments. Current planning will result in 650 of these assets

being replaced under a rolling refresh programme. This continual activity ensures appropriate and operational assets are always deployed across the Council.

There are no statutory KPI's for ICT assets, however a number of standard SOCITM Performance Indicators are measured and monitored within the service, in order to provide an overview of the quality of service level provision. A benchmarking service can be purchased from SOCITM to compare these figured with other Councils but to date this has not been used.

The results of the KPI's that Council does report on are generally favourable, and show high levels of performance. However, there are always opportunities upon which to build performance and improve delivery for customers and employees.

Typically, all assets are refreshed on a cyclical basis. For example, servers are replaced on a 4 year cycle with switches following a similar pattern. Most desktops are replaced on a 4 year cycle as well though on the corporate estate, this is now changing with a move to VIEW which means that the Council can "sweat" the asset by keeping it for a longer period of time than we would traditionally.

The condition of ICT assets is crucial to levels and quality of service delivery throughout the Council. The ICT service is currently working on a migration plan to move to Microsoft Windows 20 and an upgrade of the Microsoft Office environment. Additionally, the internet browsers are being appraised as many critical business applications now rely on browsers that are not Microsoft Internet Explorer.

- o **Improvement Plans**

Investment in ICT assets are prioritised to enable the delivery of all 5 SOA outcomes and ensuring that the Council is modern and ambitious. ICT investment supports the direct delivery of digital learning to pupils in schools and to customers of libraries, directly contributing to SOA2 "East Renfrewshire residents are fit and active and have the skills for learning, life and work". ICT investment also enables the delivery of efficient customer focused digital services to customers as well as efficient internal services.

ICT has adopted a run, grow and transform approach to its forward planning as it encapsulates the three areas of fundamental activity; to maintain business as usual, enable growth and deliver transformational change.

- **Business as Usual:** Delivery and management of assets that help run the Council. This is typically a stable asset group with regular forecasted refresh and lifecycles;
- **Enablement:** Identification, delivery and management of assets that help grow the Council in some way. Often results in the introduction of new technology to Modernise and support change and growth within the Council service areas;
- **Line of Business:** Assets which are tailored to specific service areas and which can transform the Council in some way. Often these will allow services to transform service delivery to meet the digital ambitions of the Council and improve customer service experiences.

○ **Future Asset Management Priorities**

The focus of priorities will shift over the period as ICT moved from the current Capital-based model to a Revenue-based spend model which is required to meet the efficiency, growth and digital ambitions of the Council.

Business as Usual asset priorities will reduce over the period while Line of Business priorities will increase, ensuring spend is focussed on assets that delivery efficiency to the Council and service benefit to the customer over the longer term. Enablement assets priorities will peak around the mid-point of the period to support the shift from Business as Usual to Line of Business.

- Harnessing the power of Data analytics by using technology to provide the right information at the right time, to facilitate informed decision making;
- Realising the Councils Digital ambitions through empowering residents to access more services online;
- By continuing to Modernise how we work, providing increased agility of the workforce.

Housing

○ **Strategy & Vision**

The key priority for East Renfrewshire Council is to understand the needs and demands of local residents in order to provide attractive and sustainable homes and communities for life and work. The Council wants to retain people in the area and also attract newcomers as part of wider regeneration goals. Housing is largely asset based, so it is important to have a robust asset management vision, strategy and plan in place to deliver on key corporate objectives.

Maintaining and improving the Council's core stock within East Renfrewshire neighbourhoods is at the centre of East Renfrewshire's vision for Housing, as well as ensuring that all new build properties, externals and environmental are maintained to the best standards. Core stock will be maintained to a high standard as they are valuable assets that customers want to live in. This will mean that the Council will run core stock as efficiently and effectively as possible while taking on board feedback from community engagement.

Energy efficiency will continue to be integrated into East Renfrewshire Council's investment programmes and wherever possible the Council will secure available grants to improve the energy efficiency of the core stock – this in turn will help all customer, particularly those in fuel poverty.

East Renfrewshire Council will continue to work closely with the Scottish Government and the Scottish Housing Regulator (SHR) on meeting SHQS and EESSH standards and on other property related ARC issues. Looking forward the Council will remain open to working with Barrhead Housing Association, and other RSLs, Voluntary and community sector partners to develop a mutually beneficial, East Renfrewshire wide approach to housing services. Working with partners in a co-ordinated way will help to ensure there is no overprovision of homes in East Renfrewshire and that new homes are of the right size and type and built in the right location to meet customer's needs and requirements, and continually improve their quality of life.

- **Current Performance**

It has long been recognised that good housing provides the basis for which good health, social support, education and job security can be achieved. East Renfrewshire's people live in a range of housing types and have a diverse range of housing requirements. The principal customers at the heart of the Housing Asset Management Plan are Council tenants and the owners of former Council homes. East Renfrewshire Council wants to ensure that the housing stock meet the requirements of both existing customers and future customers, taking into account the wide range of needs they may have.

The total number of council homes at March 2015 was 3,005, with the majority (70%) of properties built during the inter-war (1919-1944) and post-war (1945-1964) period. This is higher than the national average demonstrating the ageing profile of East Renfrewshire council stock (Figure 2), with East Renfrewshire having 5% more 70 -90 years old dwellings than the Scottish average, and 6% more 50 – 70 years old dwellings.

Although the majority of the stock is of traditional construction there are a small number of non-traditional construction types accounting for 217 properties or 7% of the stock. The majority of non-traditional house construction was carried out from 1945 onwards to meet post-war demand for housing. Due to the method of construction significant investment is required to ensure they continue to provide good quality housing and to bring them up to the Energy Efficiency Standard for Social Housing (ESSH).

The level of need identified continues to far exceed the number of homes becoming available for re-let and the new social rented homes that can be built. This greatly affects waiting times for re-housing compared to other local authority areas and is particularly acute in the Eastwood area. Statutory responsibility for meeting the needs of homeless households puts significant additional pressure on this situation.

There is high pressure on the housing stock across East Renfrewshire, demonstrated by the high ratio of waiting list applicants to relets. Over the last five years, there were on average 9 people on the waiting list for each re-let, similar to the Scottish average. However, this masks the very high number of applicants per let for Eastwood settlement, the lowest being 48 applicants per let in Newton Mearns and the highest 83 in Busby & Netherlee. The Council has made a commitment to deliver 120 new properties in the area, with the potential for another 120, in order to begin to alleviate the pressure on demand.

o **Improvement Plans**

Investment in Housing assets are prioritised to enable the delivery of SOA4 "East Renfrewshire residents are safe and supported in their communities and homes".

- Assist with meeting Scottish Housing Quality Standards (SHQS);
- Assist with meeting the Energy Efficiency Standard for Social Housing (ESSH);
- Enable an asset to generate a positive revenue income (including the provision of new council housing);
- SHQS components will be repaired rather than renewed unless repair does not deliver best value. Within the SHQS a further prioritisation will be granted to wind and watertight measures in contrast to renewing internal elements such as kitchens and bathrooms;
- A lower priority is applied to painting programmes if largely aesthetic in nature, the maintenance of external communal areas such as lock ups and the maintenance of non SHQS elements such as fencing and footpaths.

o Future Asset Management Priorities

At present there are huge financial pressures on all Local Authorities, and this can make investment prioritisation difficult for all Council services. This means that East Renfrewshire Council needs to decide, with help from community engagement and robust information, what the top priorities are for investment. Effective and efficient housing asset management will be a significant enabler of this. East Renfrewshire Council is committed to fully understanding its housing assets, their performance, condition etc. so that they can make the right decisions to meet the needs of customers and create best value.

- Using demographic, tenancy and census based data to identify the need for Council house building and enable the economy and environment of East Renfrewshire to thrive by providing the social housing that is needed. Using stock condition survey data about the Council's housing stock to ensure capital investment is targeted to greatest need, thereby preventing stock from falling into disrepair;
- Preventing fuel poverty and associated health issues by investing in energy efficiency;
- Listening to local residents groups and individuals not formally involved in such groups to achieve community engagement in the development of the overall AMO and in its delivery, whether that be on issues relating to their individual house or on the larger programme;
- Out stock condition surveys are now fully digital;
- We have modernised our stock database in a way that allows us to assess energy ratings and develop scenarios to improve those ratings digitally in house;
- Capital spend will be managed using best practice procurement techniques;
- Digital technology will be used to support those members of staff working on capital projects to allow them to be agile and efficient
- 120 new build Council homes.

Sustainability

Climate change is widely acknowledged by all as a significant issue that must be addressed and East Renfrewshire Council is required to meet Scottish Government targets of a 42% reduction in greenhouse gas emissions by 2020 and an 80% reduction by 2050. Energy efficiency in the public estate is a driver of these required reductions. The Council will therefore reflect existing commitments to climate change action, facilitate the low carbon transition and address mandatory climate change reporting requirements.

The Council's commitment to tackling climate change is underpinned by the Energy Management Policy Statement and Environmental Sustainability Policy Statement. The climate change agenda is also aligned with the Council's Five Capabilities.

The Council's aim to have fewer more modern buildings with reduced carbon output that helps modernise ways of working and reduce costs. Mandatory annual climate change reporting commenced in 2016 and the council is putting in place a rolling projects register, based around investment in energy efficiency within properties, to facilitate the low carbon transition. The projects register will include details of funded projects that will be commissioned to address climate change impacts.

The Council will continue to use the Non-Domestic Energy Efficiency (NDEE) Framework to deliver a rolling investment programme of energy savings by adopting a full building retrofit approach that allows the Council to move to a position of implementing whole building solutions i.e. implementing lighting, heating, cooling, controls and thermal efficiency as one large 'NDEE' project.

Asset Management Information

Information in itself is an asset to the Council and in order to strengthen how effective East Renfrewshire Council are at understanding the relationship between the performance of assets and customer satisfaction, the Council need ensure that we utilise asset management information to the best of the Council's ability.

Performance information is gathered for the assets within each of the individual services. East Renfrewshire Council needs to ensure going forward that the information gathered on all Council assets is robust, and provides strong evidence to support strategic, management and operational delivery decisions. New technology is required to support performance reporting, as the technology needs to be more than just a reporting tool, it is required to capture data that is relevant, complete, reliable and accessible in order to help East Renfrewshire Council make better asset management decisions.

Resourcing and Workforce Planning

East Renfrewshire Council has recently undertaken a strategic review to better understand what transformations and improvements can be made to ensure best value within across the services. Part of this change has involved the creation of a dedicated asset management function, to mature and develop the Council's asset management capabilities. The function will work across all services within the Council. Within this, there will be a dedicated asset management resource.

This function will be the owners of all asset management strategies and plans, meaning that they will be liable to update them in line with service requirements and Council outcomes. This will see East Renfrewshire's asset management plans become live documents that are continually updated ensuring they are always working with the most up to date information gathered on each service.

The Council is committed to providing access to appropriate learning and development opportunities to all employees in order to enable them to acquire the necessary skills, knowledge, abilities and qualifications, to carry out the duties of their posts efficiently and effectively, and to acquire new skills relevant to the duties they will have to undertake in the future. In the long term, the development of an asset management training programme will become a key requirement for East Renfrewshire Council.

Section 4: Capital Investment Planning

Project Prioritisation

o Capital Project Appraisal (CPA) Process

The Council follows a structured Capital Project Appraisal (CPA) process which starts in April of each year and concludes by November with the Corporate Management Team (CMT) making recommendations to the Budget Strategy Group.

A CPA Appraisal Form is prepared for each project, with an initial list of all CPA's submitted to the CMT for information.

The Corporate Asset Management Group (CAMG) then considers CPA's and approves those applications which will be taken forward to the next stage. This involves assessing whether the project is capable of delivery, is appropriate for funding through the capital plan and makes best use of corporate resources.

The next stage is the development of the full CPA including a description of how the project contributes to the Council's key objectives, an options appraisal, and an assessment of benefits to be delivered and details of cost (Capital and Revenue). Recommendations are then made to the CMT regarding those CPA's being taken forward and rejected. Stage 2 CPA's are then fully considered by the CAMG with recommendations regarding prioritisation made to the CMT by the end of October each year.

Only projects which meet one of the following criteria are submitted for considerations:

- Projects which are required to meet a statutory requirement
- Projects which will address matters of health and safety
- Projects which have a strong business case which can demonstrate a major contribution to Council objectives or produce deliverable revenue savings to justify the capital investment.

Financing the Capital Programme

The Council has a number of different funding sources available to meet its proposed expenditure plans but new Prudential Borrowing is only incorporated in the rolling capital plan when this is essential to the delivery of agreed Council priority projects.

o **Capital Plan**

The Capital Plan is developed and shaped to align capital spend with the Council's strategic aims and objectives. It allows East Renfrewshire Council to consider "one-off" spending in the construction or improvement of all Council services, for example, Council built homes. The expenditure can come from the following means:

- Money set aside from the revenue budget;
- Capital receipts from selling Council assets such as property;
- Special grants from the government for particular projects;
- Loan finance; and
- Contributions from developers or other organisations.

o **Revenue**

The Council recognises that it needs to understand and make provision for the revenue implications that come out of implementing the Capital Programme. All revenue consequences of capital projects are therefore identified and included in the full CPA form and built into the Council's revenue budgets for the appropriate year.

o **Other funding sources (I.e. prudential borrowing, funding partners etc.)**

In the past East Renfrewshire Council has used alternative models including PFI, PPP and the support of the Scottish Futures Trust / Hub West Scotland to fund and deliver a number of significant capital projects. The exemplar new Eastwood High School was an example of this approach. The Council will in future continue to consider all potential procurement routes for future capital delivery along with any other suitable / innovative forms of funding capital projects in circumstances where such arrangements maximise value for the Council.

Procurement Strategy

The Council's Procurement Strategy is designed as a framework for the Council to obtain best value in all its procurement activities, across all services. This procurement strategy applies to all 6 individual asset management plans and is the adopted process for each department within East Renfrewshire Council.

Procurement decisions are made using whole life costing principles which spans from identification of need to appraising “make or buy” options, through to the end of the contract or asset life. The Council will ensure that all capital project procurement reflects the corporate objectives of the Council through the prioritisation of projects under the capital appraisal process.

The Council provides a wide range of capital investment support of its services to the community and businesses in East Renfrewshire. Such services require to be geared towards the community's diverse needs. In addition, the Council has a statutory duty to ensure that all monies are spent in such a way that ensures value for money and does not lead to discrimination or social exclusion.

The following principal objectives will be applied to procurement of Capital Projects to ensure that:

- The procurement process is clear and structured in such a way as to achieve the best value for money for each East Renfrewshire pound
- Each procurement exercise is properly researched to consider alternatives and market forces which may impact on the exercise
- Existing specifications are challenged and to seek out emerging sources of supply and methods of delivery
- Contracts are appropriately managed during the life-cycle of the procurement
- The Council recognises and delivers on its responsibility to fulfil its contractual obligations to pay its creditors on time
- Procurement across the Council is carried out in a fair, transparent and cost effective manner
- Procurement is carried out by appropriately trained officers and that all procurement professional are bound by the Chartered Institute of Purchasing and Supply, Code of Ethics.

Disposal of Assets

The identification of surplus assets will require the cooperation of all Council services. There are clear benefits to the Council in reducing the portfolio and therefore a rigorous examination of assets is required.

East Renfrewshire Council's Asset Disposal Framework sets out a clear methodology for assessing whether land or property assets are surplus to the Council's requirements, what alternative purpose the asset might have and how this should be taken forward. It includes an Asset Appraisal Framework again which all Council property can be considered and identifies the various methods and procedures for disposal of assets to other parties. The method can also be applied where the Council is considering the acquisition of land or property.

Identification of Potentially Surplus Assets

Property may be identified as being potentially surplus to Council requirements as a result of the following:

1. The holding service determining it no longer has a requirement for its property due to changes in its operational requirements
2. As a consequence of a wider strategic review of Council property holdings leading to the rationalisation of these to optimise efficient use of the Council's heritable assets
3. Ongoing review of assets by the Corporate Asset Management Group (CAMG)

Assets identified as a result of the above will be considered by the CAMG and an option appraisal and consultation exercise undertaken.

Option Appraisal Framework

The option appraisal will seek to identify the most appropriate future use of land or property. The priority of the exercise is to generate capital receipts for the Council and therefore the underlying preference will be that the asset will be disposed of on the open market. The options appraisal will consider a wide range of criteria, to ensure that following completion of the option appraisal an informed decision based on the financial implications from each possible future scenarios can be made.

Disposal of Assets to Community Organisations

The disposal of assets from local authorities is recognised as an important means of supporting communities to own assets. The Scottish Government is examining how to increase the flow of assets into community ownership and aims to do this by encouraging and supporting local authorities and community organisations both to gain a wider appreciation of the benefits and risks associated with asset transfer and by developing an understanding of the processes involved. In this context asset transfer can range from disposal at full market price or for a nominal amount and can also include long leases.

It is recognised that the ownership of assets will not be the answer for all communities but in the right circumstances it can:

- Generate long term sustainable revenue streams for community organisations
- Instil a heightened sense of civic pride and responsibility
- Provide local people with a meaningful stake in the future development of their community
- Contribute to more effective and more intensive use of local resources
- Be used as leverage to draw in new finance and expand the level of community activity
- Improve the quality of the relationship between the citizen, the community and the Council
- Provide new opportunities for local learning and community capacity building.

These solutions can not only meet the needs of local people but also contribute to the delivery of both East Renfrewshire Council's Single Outcome Agreement and national government outcomes. The Council does however recognise that the community ownership of land and property assets is a major commitment and it has a duty to ensure that it supports this only where there has been a proven business case.

Community Engagement

East Renfrewshire Council is committed to building up their capability to work with local communities, encouraging them to work with the Council to improve outcomes. With decreasing budgets, the focus for asset management in service delivery needs to move back to communities in order to improve outcomes but they will need support from the Council. By building this capability, communities, families and individuals will be actively involved in developing and delivering solutions to improve service delivery.

As the Council's asset management capability matures, there is an opportunity to look for new ways in which to involve the community in the decision making process. Toolkits will be developed to help the Council's employees ask themselves challenging questions about how they can involve individuals and communities. East Renfrewshire Council wants to ensure that local needs are considered in all areas of asset management.

Section 5: Review and Challenge

What will success look like?

Successful asset management for East Renfrewshire Council, will see the achievement of the Corporate Asset Management Objectives and a considerable contribution towards the success of the Council's corporate outcomes. East Renfrewshire Council will see asset management activities fully integrated to all services, and these activities will continuously improve to deliver optimal whole life value.

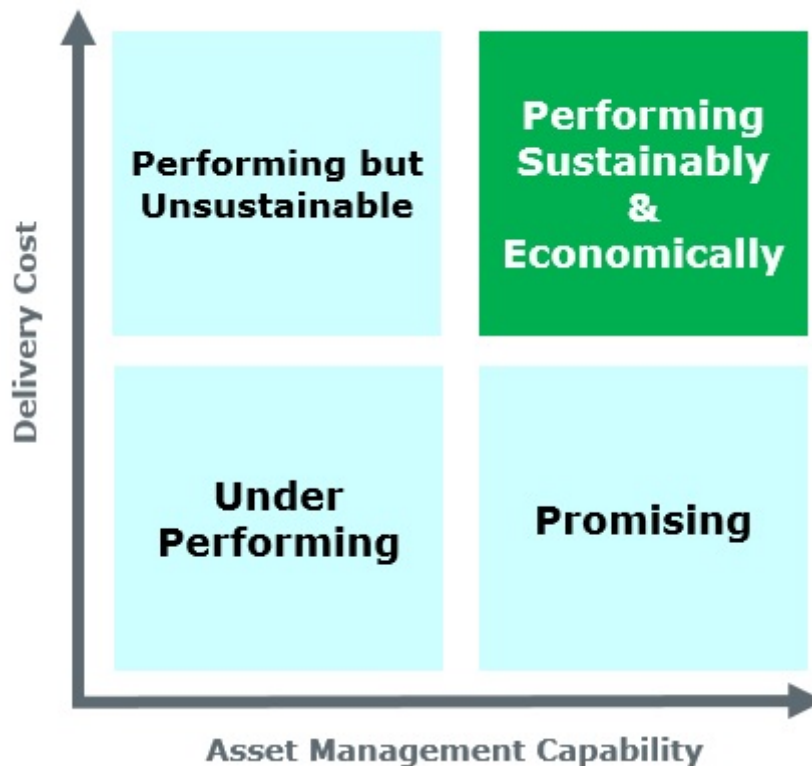


Figure 3 – Successful Asset Management Model

Measuring Performance

In order to measure success, the Action Plan within Appendix 1 of this CAMP will be reviewed and updated every year to ensure actions are relevant and delivering value to East Renfrewshire Council.

The Key Performance Indicators included within each of the 6 individual AMP's will form the basis of the evaluation process and the responsible officer with the Corporate Asset Management function will prepare six monthly Asset Management Monitoring & Evaluation reports for the CMT & CAMG that will include progress made against the KPI's, asset management objectives and improvement plans.

Review / Challenge process

Proper and effective challenge of corporate assets provides the cornerstone of asset management. Asset management is a continuous process that is always evolving and we must continually review our assets to ensure that they are aligned with local residents needs and to make certain that we are spending the right money in the right places.

Post Project Learning and Evaluation

Lessons Learned

Arrangements for governance and performance monitoring include closure reviews of completed capital schemes to ensure that the Council has delivered the outcomes we expected and to understand any lessons learnt that need to be embedded within the organisation. Closure reviews are informal and occur at project level. These are monitored by the CAMG and the outputs are used to inform future activity.

The focus of closure reviews are the outcomes that were achieved, benefits realised as well as the processes followed. There is also a focus on the how risk is managed and efficiency delivered.

Customer complaints / feedback

Feedback from customers, both positive and negative, is analysed to identify areas of the service that require extra attention in response to customer needs. This may include altering the specification standards or targeting problem areas with additional resources.

The service will utilise customer and resident surveys, and feedback from comments and complaints logged on the Council's Corporate Complaints Procedure to resolve complaints quickly and as close to the point of service delivery as possible.

Appendices

A – Asset Management Action Planning

B – Stakeholder Management Plan

C – Communications Plan

D – CAMP Risk Register

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Appendix A – Asset Management Action Planning

The following Action Plan identifies the activities that need to be carried out not only corporately across all service, but also activities that are specific to each of the services, in order to ensure a robust asset management approach across the Council.

Ref	Corporate Asset Management Actions (Applicable to all services)	Owner	Timescale	Progress (%)	Comments
AMP1	All individual service asset management plans require to be updated to reflect new 2017 performance and condition data.	Iain MacLean, Head of Service, Environment			
AMP2	Across all services Medium (3-5 years) and Long (5-10 years) term objectives for asset management need to be set and stated in each individual asset management plan.	Iain MacLean, Head of Service, Environment			
AMP3	Priority will be given to the development of a robust set of KPI's to be used in all services across the Council to better manage and understand the performance of our assets.	Iain MacLean, Head of Service, Environment			
AMP4	We will put a more robust performance management system in place that will be used across the services to inform decision making for the improvement of assets over time	Iain MacLean, Head of Service, Environment			
AMP5	Develop and maintain a 10 year Investment Programme across all services. This plan will take into account – funding options, whole life costing and sustainability.	Iain MacLean, Head of Service, Environment			

AMP6	Asset management training programme to be developed and rolled out to all relevant employees.	Iain MacLean, Head of Service, Environment			
AMP7	Succession planning in all areas of the Council for asset management inclusive of a risk assessment undertaken for asset management staff to ensure there is not a loss of knowledge.	Iain MacLean, Head of Service, Environment			
AMP8	Asset management workforce planning to drive forward objectives will be developed in each services individual asset management plan.	Iain MacLean, Head of Service, Environment			
AMP9	With a push towards embedded asset management across the Council, the CAMG will review to meet fortnightly. This will allow them to review / challenge all the asset management plans on an ongoing basis and identify areas for improvement, strategically challenging the asset management approach.	Iain MacLean, Head of Service, Environment			
AMP10	We will put in place robust procedures for data collection, management and reporting across all services which are clearly defined and embedded to ensure the quality of data collected, this will include regular reporting to the CAMG.	Iain MacLean, Head of Service, Environment			
AMP11	We will put a greater emphasis on customer consultation across all services, with a clear process embedded throughout the Council, where asset management is concerned.	Iain MacLean, Head of Service, Environment			
AMP12	We will take an active role in driving forward external partnership working in areas of asset management, and be able to evidence this,	Iain MacLean, Head of Service,			

	this includes sharing of assets.	Environment			
AMP13	The Council will ensure all services identify and manage future savings on assets and how these savings will be used more closely.	Iain MacLean, Head of Service, Environment			
AMP14	The Council will carry out a demand analysis across all services to further develop the future needs of each service. This will allow us to develop a framework for continual review of supply and demand needs.	Iain MacLean, Head of Service, Environment			
AMP15	Push forward all activities and initiatives that ensure the sustainability of all assets.	Iain MacLean, Head of Service, Environment			
AMP16	For each individual service, key stakeholders involved in asset management need to be identified to ensure that they are fully involved, correctly managed and kept informed.	Iain MacLean, Head of Service, Environment			
AMP17	All future asset management plan revisions for the individual services will follow the same template and structure.	Iain MacLean, Head of Service, Environment			

Ref	Property Asset Management Actions	Owner	Timescale	Progress	Comments
AMP14	Property to develop an operational action plan to be appended to the asset management plan highlighting the short to medium term needs of the service.	Phil Daws, Head of Service, Environment			

AMP15		Phil Daws, Head of Service, Environment			
AMP16		Phil Daws, Head of Service, Environment			

Ref	ICT Asset Management Actions	Owner	Timescale	Progress	Comments
AMP17	Detailed costs of future investment needs across the service need to be developed to understand the requirement of implementing new ways of working – particularly outside the cost of the replacement programme.	Iain MacLean, Head of Service, Environment			
AMP18	ICT to begin a process of benchmarking performance with other Local Authorities.	Iain MacLean, Head of Service, Environment			
AMP19	ICT needs to develop a specific sustainability strategy with regards to ICT assets, that details how the service will contribute to sustainability targets across the Council.	Iain MacLean, Head of Service, Environment			
AMP20	ICT to develop an operational action plan to be appended to the asset management plan highlighting the short to medium term needs of the service.	Iain MacLean, Head of Service, Environment			

Ref	Housing Asset Management Actions	Owner	Timescale	Progress	Comments
AMP21	Update condition survey data to reflect the most recent surveys i.e. information for 2016/17.	Phil Daws, Head of Service, Environment			
AMP22	The Council will put a plan in place to manage and maintain all new Council assets.	Phil Daws, Head of Service, Environment			

Ref	Roads Asset Management Actions	Owner	Timescale	Progress	Comments
AMP23		Andrew Corry, Head of Service, Environment			
AMP24		Andrew Corry, Head of Service, Environment			

Ref	Open Spaces Asset Management Actions	Owner	Timescale	Progress	Comments
AMP25	Open Spaces will develop a robust suite of KPI's that can be used to effectively report levels of performance.	Andrew Corry, Head of Service, Environment			

AMP26	Open spaces should implement a robust system for the collection, management, storage and reporting of data across the service, to fully understand their performance and identify areas for improvement.	Andrew Corry, Head of Service, Environment			
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Ref	Fleet Asset Management Actions	Owner	Timescale	Progress	Comments
AMP27	Future vehicle needs of the Corporate Fleet out with the replacement programme needs to be effectively identified in order to ensure that the correct funding is in place.	Andrew Corry, Head of Service, Environment			
AMP28	Future opportunities within Fleet need to be identified and further developed.	Andrew Corry, Head of Service, Environment			
AMP29	Fleet need to develop an operational action plan to be appended to the asset management plan highlighting the short to medium term needs of the service.	Andrew Corry, Head of Service, Environment			

Appendix B – Stakeholder Management Plan

A Stakeholder Management Plan will be prepared to better understand how to manage, engage and communicate this CAMP with key stakeholders. Stakeholder analysis will allow ERC to better understand how to manage, engage and communicate with key stakeholders. The position of each stakeholder on the Interest & Influence Grid relates to the levels of engagement required to maintain a positive relationship on the following basis:

Keep satisfied
Low power, interested people: keep these people adequately informed, and talk to them to ensure that no major issues are arising.
Manage closely
High power, interested people: these are the people that must be engaged with, and make the greatest efforts to satisfy.
Keep informed
High power, less interested people: keep these stakeholders informed, but not so much that they become bored with our messages.
Monitor (minimum effort)
Low power, less interested people: monitor these people, but do not invest excessive communication.

East Renfrewshire Council Key Stakeholders

Below is a table of ERC key stakeholders for this Asset Management Plan, with their position on the Interest and Influence Matrix.

Stakeholder	Organisation	Interest and Influence
Lorraine MacMillan, Chief Executive	East Renfrewshire Council	Keep Informed
Andrew Cahill, Director of Environment	East Renfrewshire Council	Keep Informed
Phil Daws, Head of Environment (Strategic Services)	East Renfrewshire Council	Keep Informed
Iain MacLean, Head of Environment (Major Programmes & Projects)	East Renfrewshire Council	Keep Informed
Andrew Corry, Head of Environment (Operations)	East Renfrewshire Council	Keep Informed
Fiona Morrison, Head of Education Services	East Renfrewshire Council	Manage Closely
Margaret McCrossan, Head of Accountancy	East Renfrewshire Council	Manage Closely
Murray Husband, Head of ICT & Digital Enablement	East Renfrewshire Council	Manage Closely
Louise Pringle, Head of Customer Services and Business Change	East Renfrewshire Council	Manage Closely
Candy Millard, Head of Strategic Services, HSCP	East Renfrewshire Council	Keep Satisfied
Anthony McReavy, Chief Executive, East Renfrewshire Culture and Leisure Trust	East Renfrewshire Culture and Leisure Trust	Keep Satisfied

Monitoring and Evaluating Stakeholder Engagement

All feedback from stakeholders will be captured, monitored, and reviewed in order to demonstrate that effective communication and engagement is taking place. We will also assess whether:

- The channels used for Communication have been effective and
- The messages have contributed to the desired objectives of the Corporate Asset Management Plan.

Appendix C – Communications Plan

Effective communication is the key to the success of any future changes within the estate and therefore it is essential that all stakeholders are engaged early. Communication needs to start now, and it must be proactive in its approach and should always strive to be:

- Honest, open and accurate
- Specific to the audiences' needs
- Accessible to all members of the community or, where appropriate, targeted effectively at the right community level or group
- Clear, simple and user-friendly
- Consistent and relevant
- Timely and current
- Legitimate - in accordance with relevant legislation and Codes of Practice
- High quality
- Cost-effective
- Monitored and reviewed on a regular basis.

What are the critical success factors and benefits?

From experience, we have listed below what we believe are the critical success factors required to drive the Corporate Asset Management Plan forward:

Critical Success Factors	Benefits
Imperative for change to go beyond expectation	<ul style="list-style-type: none"> ▪ Cost will only contribute to the business strategy success ▪ Business change should drive the business strategy
Leadership & endorsement	<ul style="list-style-type: none"> ▪ Public support & leadership by example ▪ Eliminate special cases & break down barriers
Fact based	<ul style="list-style-type: none"> ▪ Takes the emotion out of the process
Importance of ICT	<ul style="list-style-type: none"> ▪ Enables innovative working
Importance of early successes	<ul style="list-style-type: none"> ▪ Provides momentum, funding and interest to the strategy
Communication	<ul style="list-style-type: none"> ▪ Rumors are fatal, eliminate resistance to change
Governance, standards & control	<ul style="list-style-type: none"> ▪ Robust procedures ensure deliverables achieved
Continual review & measurement	<ul style="list-style-type: none"> ▪ Continually look for improvements
Implement, train & monitor	<ul style="list-style-type: none"> ▪ Identify internal skills, capacity & professionalism to handover

What else underpins successful delivery?

The list we have set out below is not exhaustive, but will form the basis of a change programme:

Leadership & Integration

- Identity a Senior Champion
- Establish a governance arrangement & decision making process
- Focus on service needs & delivery
- Integrate service/departmental initiative that influence asset management outcomes
- Set corporate standards & embed metrics from the outset

Benchmarking & Standards

- Produce a framework that sets out the standards
- Gather benchmarking data – look to other organisations
- Develop best practice guidance & support
- Look to collaborate with other organisations
- Develop corporate standards
- Establish corporate delivery mechanisms & standards
- Set performance targets backed up by metrics

Skills & Capability

- Communicate & train to increase understanding of strategic asset management planning
- Review skills & professional expertise required to implement changes
- Provide support & development opportunities for team members

Continuous Review & Challenge

- Create the culture for change through evidence, challenge & continuous improvement
- Work towards increased transparency in asset management decision making
- Use performance measurements & metrics to challenge
- Scrutinise performance and capability via monitoring & reviews

Approach to Communications

The following steps will underpin our approach to delivering the CAMP and will ensure effective engagement and communication with stakeholders:

- An identified champion for key stakeholder groups
- Enrol managers to communicate to staff

- Provide scripts so that all information disseminated is accurate
- Timely communication – communicate when it's necessary
- Plain English and avoid acronyms
- Localised
- Build on positive stories for example - Revenues & Benefits

Key Messages

Communication need to be both consistent and accurate in its content, and it needs to fulfil the communication needs of each stakeholder group. Proposed key messages could consist of:

Why do we need Corporate Asset Management Plan and why now?	
To give East Renfrewshire a better future	Improve performance
Save money	Protect services
Improve customer experience and satisfaction	Improve access, availability and quality of council services
Introduce appropriate ways of working to reflect the changes in lifestyles and aspirations of the workforce	Save jobs
What is the Corporate Asset Management Plan about?	
Accommodation and new ways of working	New technology
Saving money	Staff relocation
Changing the culture of the council	Improving staff morale
What are the benefits of Corporate Asset Management Plan?	
Modernising how the council operates	Improving customer experience
Saving money by being more efficient and effective in what we do	Improving how staff work in line with 21 st century expectations
What's going to happen?	
Review of working practices, office accommodation and how ICT is used	Remodelling office accommodation and working practises
When is it going to happen?	
It has already started	Progressively, over a 5 year period

What does it mean for me?	
The change will be personal – you are likely to change location, routine and possibly job role.	The key question for you is how to contribute to improving outcomes for the people of East Renfrewshire
What else could we do?	
There is not a realistic alternative	The status quo is not an option
There will be far less money in the future	Demands for services will continue to rise.

Monitoring and Evaluating Stakeholder Communications

All feedback from stakeholders should be captured, monitored, and reviewed in order to demonstrate that effective communication and engagement is taking place. The Key Performance Indicators for stakeholder communication will be developed used as monitoring and evaluation criteria for Stakeholder feedback on:

- Whether the channels used for Communication have been effective
- Whether the messages have contributed to the desired outcome.



Appendix D – Corporate Asset Management Plan Risk Register

Please see associated excel spreadsheet for CAMP Risk Register.

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